

29 September 1960

MEMORANDUM FOR THE RECRUITERS

These memoranda on Qualifications of JOT's and the steps through which we go in processing candidates are provided in order that you may have an understanding of the basic principles on which we work. These notes are for the most part in outline form. The members of the JOTP staff will be glad to discuss them with you in detail at any time.

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C/JOTP/TR

QUALIFICATIONS OF JOT's

- A. In the past we have said we wanted "good men" (and women). Now that we are the main source of junior professionals, we need them even more. What, then, do we call a "good man"?
- B. The selection of JOT's is based on these requirements and principles:
  1. Minimum acceptable qualifications
    - (a) college degree (any major)
    - (b) eligibility for SI clearance and FD/G medical approval. (Note: In certain cases, waivers of either qualification, but not both, will be entertained by the DD/S. Details for handling the request for waiver in a more efficient and expeditious manner remain to be worked out.)
    - (c) willingness to accept any assignment, anywhere in the world. (For specialists such as economists or scientists who normally would be assigned to headquarters duty, e.g., ORR and OSI, and wish such assignment, a waiver must still be obtained).
    - (d) age limits (21 to 35, median about 27, few above 30 or below 23).

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2. General qualifications

We evaluate as important criteria (no order of emphasis):

- (a) high potential in general,
- (b) built-in competence in professional assets, such as:
  - 1. demonstrated foreign language competence.
  - 2. depth in area knowledge (usually obtained from prolonged residence or intensive study).
  - 3. experience in some activity directly related to our business. For example, significant CIC work.
  - 4. specific training in depth in certain subjects or categories.
- (c) a fine record in college and/or graduate school (Note: we make exceptions when candidate possesses outstanding qualities).
- (d) ability to sell himself to the substantive divisions (Personality, knowledge, ability, etc.)
- (e) good ability to communicate verbally and in writing.
- (f) motivation - capacity to become dedicated to our work.
- (g) ability to get along with people (other than his own "set").
- (h) qualities such as energy, imagination, ability "to take it," initiative, good judgment.
- (i) his wife's qualities, interests, and attitudes.
- (j) interest in world affairs and the part the USA plays in them.
- (k) first rate native intelligence.
- (l) maturity (intellectual, emotional).
- (m) significant work experience.

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3. We attempt to measure these qualifications and qualities by:

- (a) examining complete file including recruiter's estimate of attributes and, where appropriate, recommendation of University Consultant.
- (b) psychological testing (intelligence, attitudes, personality).
- (c) medical examination (physical and psychiatric).
- (d) individual interviews with
  - 1. JOTP Personnel Officer
  - 2. JOTP Training Officer
  - 3. Chief/JOTP
  - 4. In some cases by A&E Staff
- (e) TS security clearance followed by pre-employment polygraph at which time there is also a confirmatory interview with C/JOTP.

C. DISCUSSION

1. It is our mission to fill junior professional positions of all areas of the Agency except those in which some highly technical skills or knowledge are required and for which premium pay is given. We can therefore use first rate people of almost any basic interest and academic preparation (It is our job to train and place them appropriately).

2. We recognize that no one person will possess all listed qualifications to an outstanding degree. He or she must, however, have brains and know how to use them. Beyond that we attempt to weigh the attributes which, if properly developed, will make him eminently successful in some area of our work or those which will seriously detract from his effectiveness in any assignment. What are his outstanding assets and liabilities? To what degree can he compete successfully? Can he eventually make some real contribution to the Agency's mission and has he the personal force to do it? These are some of the questions we ask ourselves and must make a decision on. Because this is a difficult job, we try to obtain discriminating opinions and evidence from as many sources as possible. In the final analysis selection is a matter of opinion and good judgment.

3. Special consideration will be given to those of real potential who:

- a. are married.

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- b. are between the ages of 25 and 30 and have corresponding maturity.
- c. have had overseas experience (other than a short period of travel).
- d. have had significant work experience.
- e. have completed their military obligation.

4. Attached are interesting lists of qualities that go to make up a good intelligence officer according to the DCI and the IG; that should be possessed by an executive according to Perrin Stryker and; that go to make up the well-balanced, well-integrated individual as derived from our course in Overseas Effectiveness. Again I repeat that we do not expect paragons. Indeed we have use only for normal human beings; but in our effort best to serve and to improve the Agency we feel we must try to judge the degree to which a candidate has potential for developing some of these characteristics to an appreciable degree above that of the normal employee. Weighing these intangibles is the most difficult element in the selection process.

5. With authorization of the expansion of the JOT Program also came the directive that we maintain and better the quality of JOT's which has made the program successful. The DCI, DDCI, DDS, IG, and DTR have been explicit in this regard.

6. Acceptance by the Program means that a man has competed successfully not only with a large number of reasonably well-qualified candidates but also in our estimate of his potential for success in comparison with former JOT's who have proven their worth. As we gain experience, therefore, the competition is becoming stiffer. But by the same token, as we improve the Program for those on board, the appeal to the first-rate, discriminating candidate is greater.

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CRITERIA FOR EVALUATING PERSONALITY AND ATTITUDES OF JOT CANDIDATES

-1-	-2-	-3-	-4-
1. Knowledge and Understanding of People	Perceptive about People Able to work well with others under all conditions	Interpersonal Relations Leadership	Cooperate Collaborate
2. Judgment	Discern between fact and fiction Distinguish between essentials and non-essentials	Judgment Decisiveness	
3. Energy		Initiative Ambition Drive	Compete
4. Inquisitiveness	Inquisitiveness	Intellectual Curiosity	
5. Imagination	Ingenuity		
6. Balance		Emotional Stability	
7. Open-mindedness		Fairness	
8. Flexibility			Compromise
9. Thoroughness	Appropriate attention to detail	Conformity Dependability	
10. Self-expression	Express ideas clearly, briefly, interestingly		Communicate
		Loyalty, dedication, integrity	

1. Lyman Kirkpatrick's "10 Qualities of the Ideal C/O"
2. DCI "Qualities of the Good Intelligence Officer"
3. J. Edgar Hoover's "Executive Qualities"
4. Overseas Effectiveness Criteria of "The Well Balanced Well Integrated Individual"

C O N F I D E N T I A L

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The Normal Selection Process of JOT's  
After Submission of File by FRB/OPers

A. Review of file by PO/JOTP

1. Recruiter's Report

- (a) personal history
- (b) employment record
- (c) Excerpts of reports about him
- (d) special assets
- (e) personal attributes
- (f) recommendation

2. Comments by PO/JOTP

- (a) qualifications
- (b) clean file
- (c) medical and/or security qualifications
- (d) GS grade appropriate
- (e) general estimate

B. Review of file by TO/JOTP

1. Evaluation of recruiter's report

2. Evaluation of comments by PO/JOTP

3. Review PHS for significant points

4. Study University Consultant's report where available

- (a) reputation with faculty, mates
- (b) activities and positions held
- (c) performance
- (d) CEEB results
- (e) attitudes
- (f) personal characteristics
- (g) recommendation

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B. (Continued)

5. Evaluate academic record(s)

(a) quality of record(s)

- (1) particularly last year
- (2) major subject
- (3) language training and competence - speaking or reading or both
- (4) objective test results (A&E)
- (5) honors, awards, etc.
- (6) disciplinary record, if any
- (7) English marks
- (8) trends, i.e., improve or not
- (9) entrance criteria
- (10) internal inferences
- (11) other tests - GPE, LSAT, FSO, FSEE, if available

(b) quality of institution(s)

6. Note outstanding usefulness, attributes, and special interest cases

7. Check GS-grade

8. Decision

- (a) reject (in which case explain why for guidance of recruiter who receives specially prepared sheet in every case).
- (b) cut "temporary" action and either
- (c) hold in suspense for test results, or
- (d) bring to Headquarters at government expense for medical and psychiatric examinations and 3 interviews by PO/JOTP, TO/JOTP, and C/JOTP. (In some cases, also for A&E testing and perhaps short assessment, if necessary).

NOTE: At this point take, to avoid confusion, the typical case of the candidate who has been tested and has been brought to Headquarters for PEM and JOTP interviews. Non-typical cases are handled in the same manner but with adjustments as timing makes necessary. Candidate has now arrived at office of JOTP. He first re-reads and signs again the secrecy agreement he executed when first interviewed. He also has opportunity to read an unofficial brochure on intelligence and employment in the JOT Program of CIA as well as certain overt speeches by the DCI, DDCI, and IG and authorized published articles on intelligence.

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C. Interview by PO/JOTP

1. Review of all data to date
2. Explanation of employment in CIA and JOT Program
3. Promotions and future opportunities
4. Check list; data and findings
5. Plans, timing, and availability
6. Procedures, TS clearance, polygraph, and final commitment
7. Elicit
  - (a) attitudes re overseas
  - (b) ethics and morals
  - (c) real interest in Government employment
8. Reach agreement on GS grade
9. Written recommendation

D. Interview by TO/JOTP

1. Intensive review of all data before seeing candidate
  - (a) 201 file (cf A and B)
  - (b) test results
    - (1) intellectual ability
    - (2) language aptitude
    - (3) personality traits
    - (4) writing ability
    - (5) recommendation on suitability
    - (6) special comments
    - (7) there is no "passing" mark on aptitude tests; balance score against other evidence.
2. Complete explanation of this service and obligations to it
3. The JOTP (soft sell)
4. Discussion of abilities, interests, and past experiences in relation to the various types of activities we engage in

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D. (Continued)

5. Answer questions, during which and in addition to
6. Elicit
  - (a) ethics and morals
  - (b) true attitude toward overseas work
  - (c) wife's attitudes and interests
  - (d) true interest in employment with us or "just shopping"
  - (e) true language competence
7. Evaluate wherever possible substantial evidence on Mr. Kirkpatrick's "criteria", positive or negative
8. What can he do or has he done well or best (past experience)
9. Evaluate "frustration tolerance", drive, motivation, ability to react quickly, personality, etc.
10. Estimate eventual use
11. Can he sell himself to a using component
12. Balance total assets against liabilities
13. Evaluate security consciousness
14. Give security warning
15. Decision
  - (a) reject - report to FRB/OPers (cf B.8.(a).)
  - (b) continue application, write critical evaluation and pass on to C/JOTP

E. Interview by C/JOTP

1. Review of all material
2. Re-examination of all criteria and points of agreement or disagreement with others who have offered opinions of suitability
3. Answer unresolved questions

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E. (Continued)

4. Special emphasis on wife's functions
5. Clear statement of requirements that may be made of him including directed assignment
6. Final decision and written evaluation
  - (a) reject, report to FRB/OPers and discussion with TO/JOTP
  - (b) accept for Program pending approval by Medical Office

F. Decision of Medical Office



1. Disqualified for JOTP
  - (a) report to FRB/OPers and cancel "temporary action"
  - (b) check through OPers on possibility of waiver
2. Approved
  - confirm "temporary action"

G. Polygraph after TS Clearance

1. Disqualified - report to FRB/OPers
2. If approved for employment
  - (a) check details with PO/JOTP, EOD date, etc.
  - (b) assignment of cover story and procedures
  - (c) final review by C/JOTP of what we will require, what his obligations are, etc. as noted on typed sheet on my desk in detail. Answer questions. Reach agreement. Firm offer of employment.

H. EOD

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UNCLASSIFIED		X	CONFIDENTIAL	SECRET
CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP				
TO	NAME AND ADDRESS		INITIALS	DATE
1	Inspector General <sup>237</sup> Admin			
2			<i>[Signature]</i>	5 Oct
3	<i>Mr. Kutzbach</i>			
4				
5				
6				
ACTION		DIRECT REPLY	PREPARE REPLY	
APPROVAL		DISPATCH	RECOMMENDATION	
COMMENT		FILE	RETURN	
CONCURRENCE		X INFORMATION	SIGNATURE	
<b>Remarks:</b>  The attached is transmitted for your information and retention at the suggestion of the Director of Training. <div style="text-align: right;"><i>[Signature]</i></div>				
FOLD HERE TO RETURN TO SENDER				
FROM: NAME, ADDRESS AND PHONE NO.				DATE
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